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October 28, 2016

Memorandum

To: Mr. Clayton Wong and Ms. Donna Chun

Fr: Councilmember Brandon Elefante 

Re: Travel Report for the 2016 Rail~Volution Conference in San Francisco, CA

Attached you will find my travel report for the 2016 Rail~Volution Conference from October 8, 2016 to October 12, 2016.

Thank you.

2016 Annual Rail~Volution Conference | October 8 – 12, 2016
Hyatt Regency, San Francisco, CA, 5 Embarcadero Center, San Francisco, CA 94111
Report By: Brandon Elefante, Honolulu City Councilmember District 8

BACKGROUND

Rail~Volution started in 1989 as an outreach and advocacy effort to bring people together for the Portland metropolitan region's MAX Light Rail System. Under the leadership of Congressman Earl Blumenauer (District 3, Oregon), Rail~Volution evolved into a national conference and, since then, the conference has been held in various cities across the country with a goal to transform cities across the nation into safer and more livable cities that are economically vibrant, sustainable, and give people transportation choices. Rail~Volution is a 501(c)(3) non-profit charitable organization.

This year's conference was held in the San Francisco Bay Area. Majority of the conference sessions were held at the Hyatt Regency in Downtown San Francisco from October 8 to 12, 2016.

The conference attracts national experts from across the country to collaborate and discuss best practices in all areas of transportation. In addition, the conference featured guest speakers, including Acting Administrator from the Federal Transit Administration Carolyn Flowers.

I hope this information will provide you with a better understanding of national and international trends relating to best practices with emerging transportation alternatives, especially rail, transit-oriented development, and other initiatives that interface with rail.

Saturday, October 8, 2016

Arrival Day in San Francisco/Pre-Conference Session and Activities

I arrived in San Francisco (SF) on Friday, October 7, 2016. In an effort to save costs, I stayed with friends in the Sunset District of San Francisco. It is a 40 minute commute by public transit (i.e., San Francisco's "L" line to Embarcadero Center) or a 20 to 30 minute commute by vehicle. I participated in a pre-conference event and I paid for my own fare to attend this event titled, "Bittersweet: The Infamous Chocolate + Coffee San Francisco Bike Tour."

Pedal Inn Bike Tours and Rentals

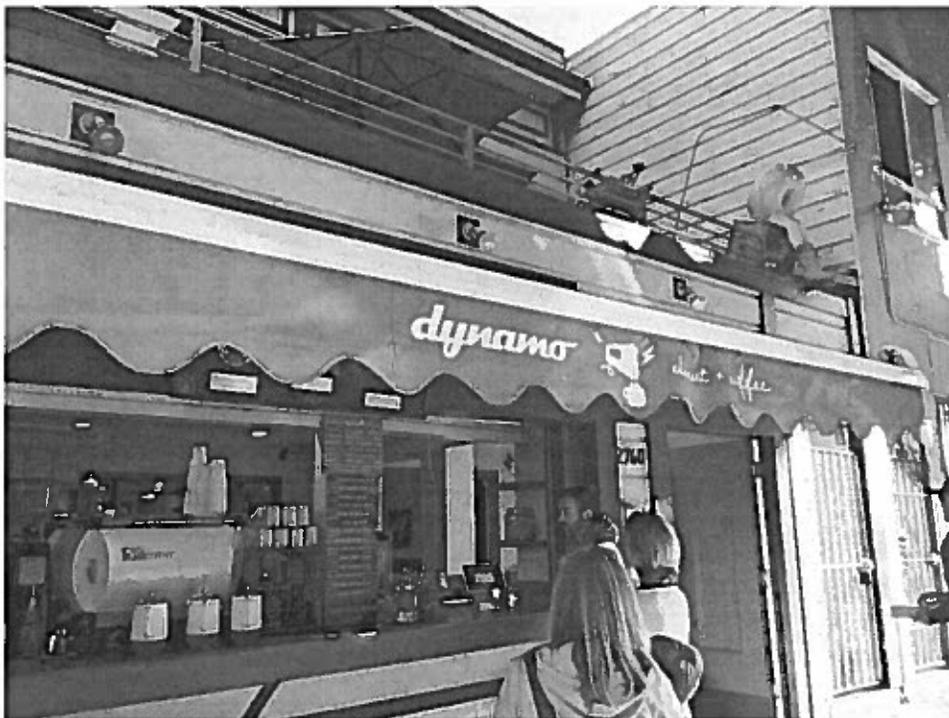
Owner: Mr. Nick Hormuth

<http://www.pedalinn.com/san-francisco-bike-tours/chocolate-and-coffee/>

The company started with bike tours less than a year ago. It's a "hole in the wall" business located in the Mission District of San Francisco. The owner, Nick Hormuth used to do overnight camping. Now, he fixes and constructs all of the bikes for the tours.

The tour began at 11AM and ended about 4PM. The total distance traveled by pedaling around the Mission District and San Francisco was approximately a little over eight miles.

Mr. Hormuth was also our tour guide along with Zach. We had a total of 11 of us on the tour. Majority of those on the tour were conference attendees for Rail~Volution. In addition, there were three other elected officials on the tour from other counties as well. It was a great tour around the Mission District of SF with many historical buildings and also emerging new residents and businesses to the area.



2016 Annual Rail~Volution Conference, San Francisco, CA

October 8 – 12, 2016

Trip Report by: Brandon Elefante, Honolulu City Councilmember, District 8

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I took the Bay Area Rapid Transit (BART) to the tour from the Daly City BART station and enjoyed touring the area from the station with a quick stop at a coffee shop, Dynamo Coffee and Donuts, nearby prior to the start of the tour.



View in the backyard waiting area of Pedal Inn.

- The bike coalition in San Francisco is 13,000 people and they have a large impact on public policy.
- The Bay Area is in the process of connecting a long trail in which cyclists can access Golden Gate Bridge all the way to the Peninsula (Millbrae) area.



Built in 1909. The oldest neighborhood in San Francisco. The oldest home in San Francisco is across the street from Pedal Inn, which was built in 1850.

In the early planning of San Francisco, the Mission District was chosen because it was flat and great for farming.

- 60,000 people lived in the area in 1850
- Mission was a suburb
- Mission Bay (lots of development was filled in)
- SF was a city that did a lot of fur trading before the Gold Rush
- The Ferry Building is the only major structure to survive the 1906 earthquake
- 200,000 people were homeless
- People moved to the Mission as a multicultural area
- 1915 World Fair revitalized the City when Panama Canal opened
- Chocolate and Coffee culture
- Raw materials were imported to SF
- Folgers and Hills Bros Coffee both founded in SF
- Peet's is in the second wave of coffee

- Rise for Starbucks
- Third Wave (Artisan direct and third trade Coffee)
 - Blue Bottle Coffee



Blue Bottle Coffee

- First stop at a multifunctional warehouse with Blue Bottle Coffee, Heath Ceramics, and Tartine Bakery



John Pelton believed that everyone should have their own house. Pelton cottages in the Dogpatch District. \$1.2M avg. for a home

- Similar to the tiny house movement
- Residential parking permit in the area
- \$100 per month (residents can park throughout the day)



Street car yard

- SF purchased old street cars from other cities.
 - Still operates on Market and Embarcadero Streets in SF
 - Street cars are electric
-
- SF cable cars are the only cable cars in the world. They get pulled below the street. No electricity.
 - Hayes Valley (Hipster neighborhood)
 - Revitalization. There used to be freeways in the area. The 1989 earthquake changed the area
 - Irish Hill and the Mission used to have a huge Irish population
 - San Francisco Bay Trail
 - Connecting from the Peninsula to the Golden Gate Bridge
 - Bay Bridge constructed in 1937
 - Golden Gate Bridge in 1938
 - Both under budget and on time
 - Most of the downtown area is built on old landfill sites.
 - 1950s Defense Plans had plans to fill in the Bay and have the Bay Bridge a land bridge

2016 Annual Rail~volution Conference, San Francisco, CA

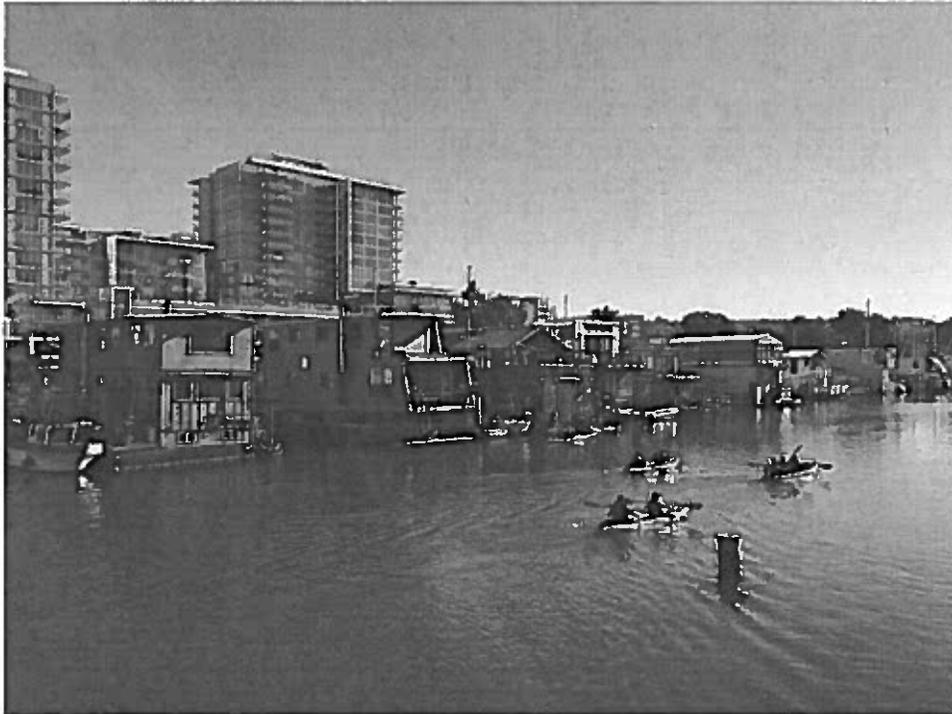
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View of the SF downtown area



House boats from the 1950s pictured alongside residential neighborhood and a waterway with a booming development around the area.

The tour ended back at Pedal Inn around 4pm.

Sunday, October 9, 2016

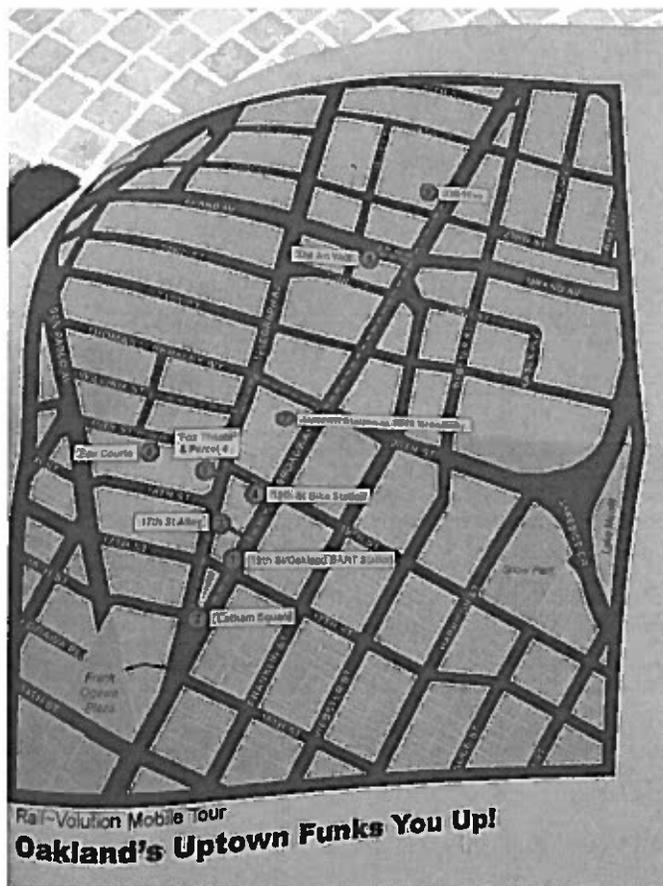
Pre-Conference Mobile Tour and Opening Reception

Oakland's Uptown Funks You Up!

1PM to 5PM

Presenters: Mr. Ian Griffiths, Hannah Lindelof, and Jennifer Easton

The tour viewed Oakland's Uptown neighborhood with its thriving arts, entertainment, and dining scene. Hip Uptown is a case study for the successful intersection of community development, grassroots organizations, transformative historic reuse, and an evolving multimodal transportation network. Walk through new public spaces and catalytic historic reuse projects. Consider existing and proposed transit and bicycle networks. Hear from City staff, transit agency staff, and local nonprofits about the roles of art, transportation, city planning, and community development in the area's revitalization.



I boarded at the BART Embarcadero Station to 19th Street Station in Oakland, CA.

Also from Hawai'i on the tour were Honolulu City Council Chair Ernest Y. Martin, the Honolulu Authority for Rapid Transportation (HART) Board Member Terrence Lee, and Mr. Timothy Streitz from the City's Department of Planning and Permitting (DPP).



19th Street BART station in Oakland, CA

- First station to invest to modernize
- 44 years old
- BART opened in 1972
- Original infrastructure has not been upgraded
- Three stations selected
- Plan completed in 2014
- \$60 million in improvements
- Proposition 1B funds and Federal TIGER grant (new elevators and fare gates)
- Make transit work, connect communities, create a sense of place, and functional improvements
- Adding more bike parking
- Access issues (elevators are an issue)
- Adding new LEDs (expected to save 30% in costs)
- Located to add art and glass fare gate entry ways
- Highest mode share station in the entire BART station
- Cyclists arrive to station by their bikes



Latham Square in Downtown Oakland

- Historic fountain
- Received grant funds
- Traffic calming
- Synchronization of lights
- More retail shops in the area
- Independent businesses
- Used to have litter (broken needles, etc.)
- Specific plan
- What kind of land uses do we want that will stay in the area
- Zoning that's more directive
- How do we provide more parking in the Downtown area and also asking how can we not provide parking and create synergy in the area
- More housing, businesses, etc.
- Big Transportation Network City (Uber City)
- 2010 free Broadway Shuttle

- Connect neighborhoods and make Downtown a more cohesive unit
- Updating zoning ordinance in Downtown Oakland that does not require parking in downtown but has a maximum cap of parking of .50 stall requirement
- 65-70% access via transit and not by vehicles
- 10-15% by bicycle
- Transit-Oriented Development (TOD) is happening now



17th Street Alley in Oakland

- Enhanced lighting to make the station portal access more attractive
- Seattle artist (topography of the Oakland Hills on the right)

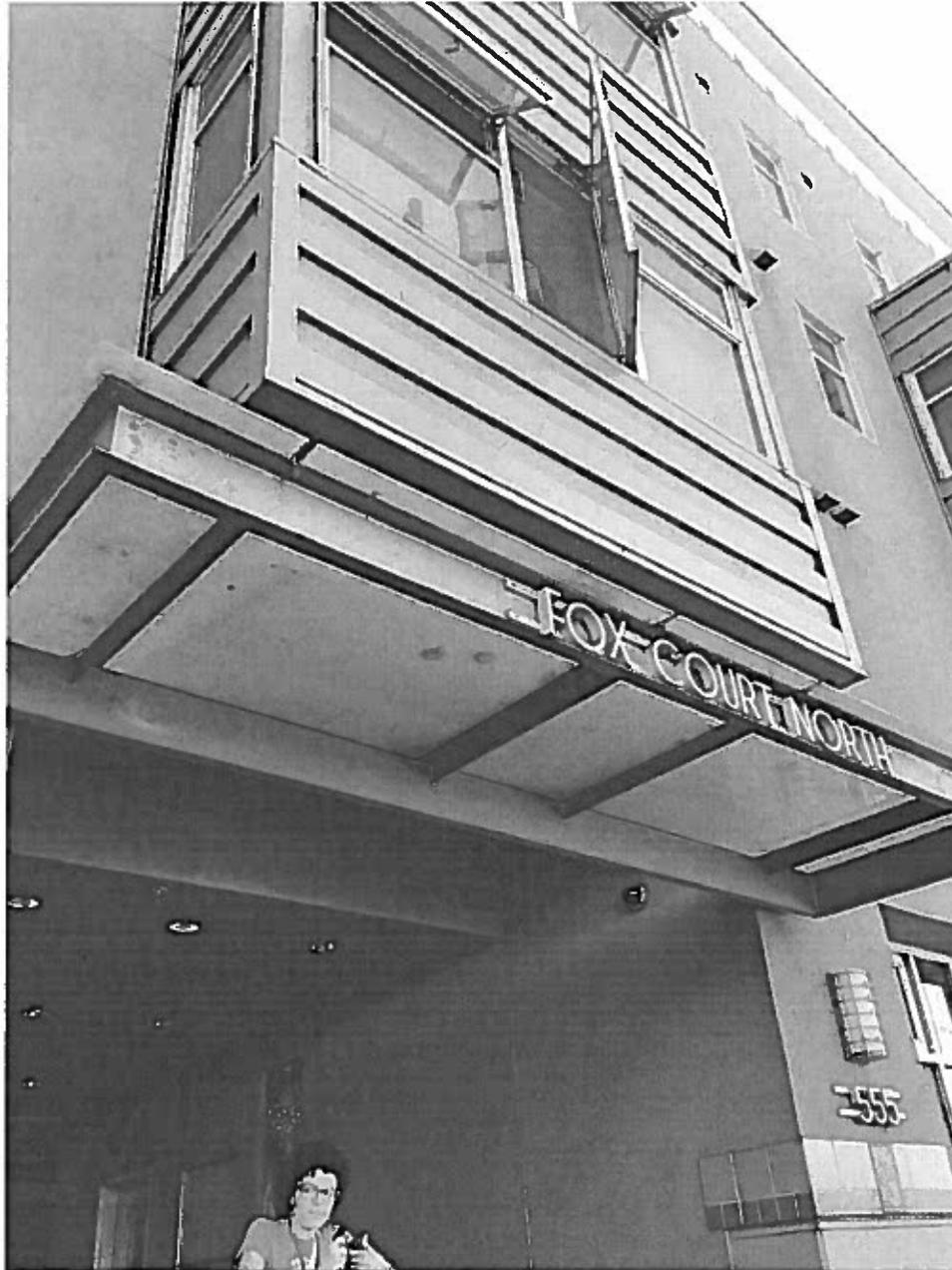


BART's bike station (full valet) on Broadway and 19th St.

- 125 bike spaces
- Free (just have to sign up)
- Leased to Bike Hub
- Opened in February 2015
- Also a repair shop
- Six total
- Bikeshare will rollout in nine months
- Uptown (17th street to 22nd)
- Rehabilitated Fox Theater
- Reopened in 2009
- 1100 seat theater
- 100 events a year
- 250k
- 665 AH units
- Over \$125M funds dedicated to area for Fox Theater AH
- Requirement of 50% of AMI
- Permanently affordable
- 10k Mayor Brown's housing initiative
- Agency owns the land
- Combination of condemnation and deals with nearly 40 landowners

East Bay Housing (Nonprofit)

- Gloria Bruce
- Been around for 30 years



Fox Courts Apartments

- Stand-alone building that's all affordable
- \$33.63M total
- Opened for seven years
- 1400 to 1500 applicants
- Every unit is targeted for a specific income and number of residents
- Hottest rental market in the USA
- Lots of vibrancy and change

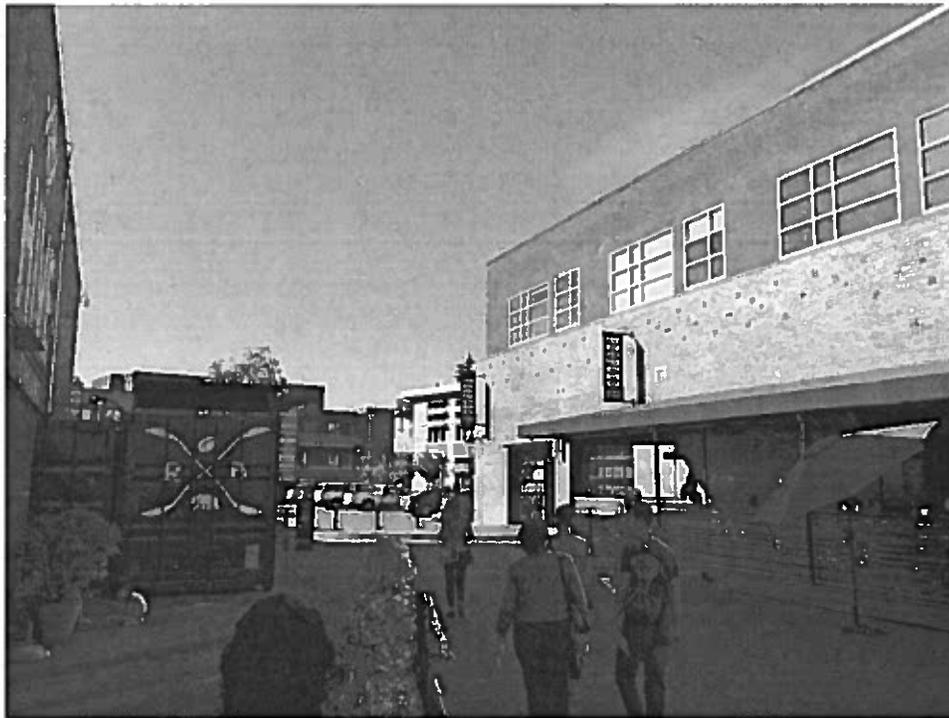
- Longtime Oaklanders are starting to get priced out
- Residents paying more than 30% of their incomes in housing costs
- Rent stabilization (regulation)
- Ballot tenant measure to change requirements
- Ballot measure in Alameda County (A1) for source of funds
- 80 rental units
- 10 units reserved for special needs
- 2/3 are for large families
- On-site daycare and a cafe
- One parking space per unit
- Working families
- Used to be parking lots and tires, etc.
- Neighborhood has changed
- Mixed use development
- Social services
- After school program to expand to four days a week
- Ice rink across the street
- Local architect designed the building
- \$1400 for a three bedroom
- 20 units are Section 8 Housing



At the Uber HQ no pictures were allowed, however, I was able to take a few photos of the views from the building that was permitted. View from the 7th floor of the building

- Uptown 1945 Broadway Oakland Station
- East Bay project
- Followed principles to help design the project

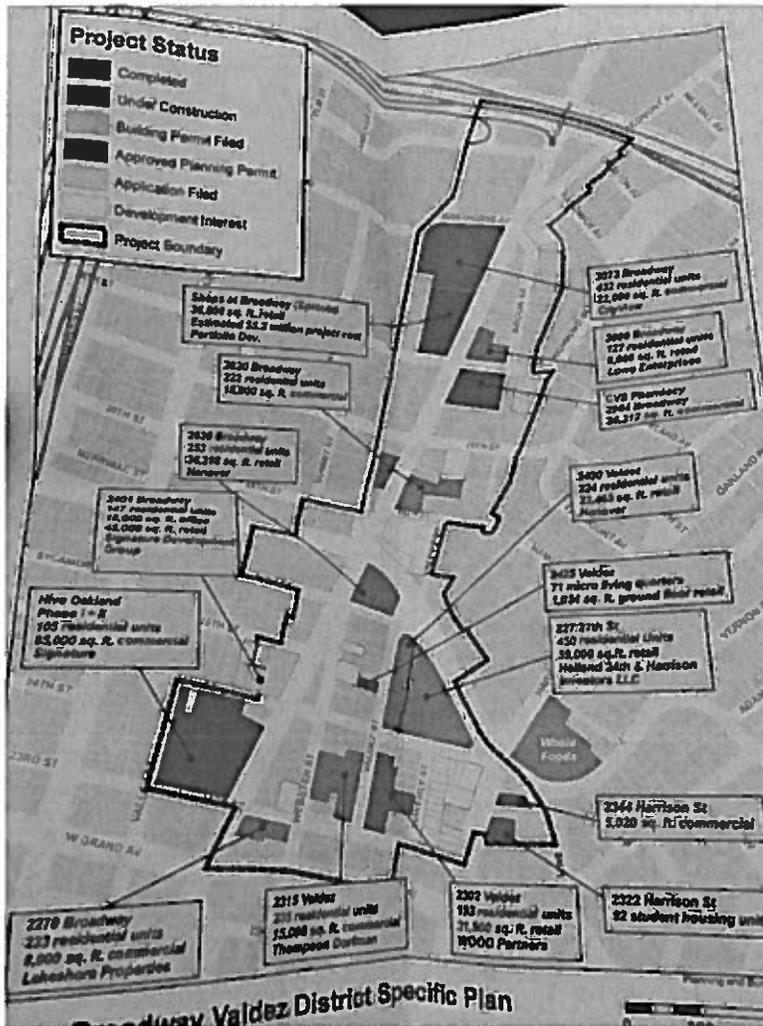
- Oakland is the most diverse city in the USA
- 450,000 sq. ft. and will be mixed use as a BART station, retail, grocery store
- Will open in 2018
- Originally in 1929 The H.C. Caswell Company Department Store
- 1989 quake severely damaged the building
- Sears purchased the building
- Lane Partners sold the building to Uber
- Cut a hole in the center with more lighting
- BART entrance will be in a corner of the building
- Thought of using it as an office building
- Want to attract folks as a magnet
- Zero parking spaces in the building
- Working with BART to have the access open but close of certain sections
- There are new impact fees
- Will have bike parking for employees and showers
- Conversations from free shuttle to street car to have more mixed use projects and it'll be a catalytic project
- Doing a value capture study to see how they benefit landowners
- Considering BRT



The Hive

- 100,000 sq. ft. of office and retail
- Michael (Developer of The Hive from Signature Company)
- Been developing in Oakland for the past 18 years
- Used to be dilapidated buildings and automobile dealerships
- Mixed use for residential and commercial

- Drake's Beer Garden Restaurant
- Mission (social media to attract people)
- Local businesses women and minority owned as priority



- City Lift
- 55' tall automated tower
- 49 slots
- Company has an app
- 1/3 less than a conventional parking structure
- No ramps needed
- Carshare is available
- Open space from balconies and spaces within the plaza
- Rents are below market
- 105 residential units
- 10% are three bedrooms

The tour ended at the Hive with questions and answers.

Welcome Reception, 6PM to 10PM

The Welcome Reception was held at the historic Fox Theater at 1807 Telegraph Ave., Oakland, CA 94612. I departed the reception at 7:30PM.

Opening Plenary – Introduction to the Bay Area

8AM to 9:30AM

Hyatt Regency in San Francisco, Grand Ballroom

The moderator was Ms. Grace Crunican from the San Francisco Municipal Transportation Agency. Joining her were Mr. Ed Reiskin and Mr. Jake Mackenzie.

- \$19 billion dollars in investment in the San Francisco Bay Area to transit
- Bay Area is the home to 28 transit authorities
- Sonoma Marin Area Transit (SMART) will open before the end of 2016
- Rail~Volution started with co-founder, Congressman Blumthefield
- We're dealing with problems of success
- BART is like being in a cattle car in the morning
- \$3.5 billion measure to improve infrastructure
- Working class families are being pushed out
- Homelessness is a major issue

The opening session shifted to two panels:

Ms. Kim-Mai Cutler from the Tech Crunch

Ms. Cutler discussed the following issues:

- She's a journalist for *Tech Crunch*
- A Bay Area native
- 1950s in Sunnyvale, CA, a home sold for \$9,400, today the average price is \$2.4 million
- From 1970s to present day a home costs nine to 10 times more
- 25 year olds
 - 50% of income is on housing costs
 - A major concern
- Private technology shuttles that transports employees to the tech companies in Silicon Valley from San Francisco
- Two trends
 - Trend One
 - Apple 2 HQ is scheduled to open next year
 - 14,000 employees
 - Technology began in the 1920s in Silicon Valley with radios
 - Stanford University got grants from the U.S. military for research and development
 - Silicon Valley was named by a trade newsletter in 1971
 - Home to Apple, Google, Facebook
 - Labor market is bifurcating
 - Fast to slow growth

- Second Trend
 - Pat Brown and Jerry Brown (Father → Son government leaders)
 - New development stalls
 - Two out of three coastal communities policy to limit housing growth
 - Proposition 13
 - Limits real property tax to be based on value when you first purchased your home rather than fair market value
 - Keeps owners secure in their property tax bills
- State Affordability Housing Funds are decreasing
- Tug of war
 - Impact fees and new housing
 - Especially in the Mission District of San Francisco
- 501,000 jobs and 65,000 homes (disconnect)
- What will we do for the middle class families, public servants, school teachers, firefighters, police officers?

Ms. Carol J. Galante, Professor and Faculty Director, Turner Center for Housing Innovation, University of California, Berkeley, California

- 53% of people in California pay more than 30% of their income in rent
- Across the U.S.A. it is 26% of income is paid in rent
- There is a movement for reurbanization
- We have a perfect storm
 - No housing
 - New people to urban areas
 - Internal growth
 - Generational shift
 - More awareness and people talking about these challenges
- In Oakland, they are decreasing their parking requirements
- From 2010-2014 in Los Angeles (LA), there was a five percent population growth
- Voting members are 69% of homeowners
- We are becoming more of a rental society
- BART is 44 years old
- Marin County and San Mateo were originally part of the plan but they decided not to be a part of the BART system
- Looking forward
 - Educate folks about the realities
 - Housing Dashboard
 - Cannot have a moratorium on housing
 - More housing needed for all levels

Ms. Annie Fishman, Executive Director, Non-Profit Housing Association of Northern California, San Francisco, California

- Market itself will not build affordable housing
- Market building luxury
- People understand the crisis in the Bay Area

- Difficult to find a home
- 90% polled support affordable housing for veterans
- Strongest message is that children deserve the opportunity to thrive
- It's important to understand what matters and what are our values
- Better for people to live closer to transit and to places that they work in

Mr. Steve Heminger, Executive Director, Metropolitan Transportation Commission, San Francisco, CA

- Governor Pat Brown built bridges and infrastructure for the largest state in the union
- Sales tax on services, not just on goods
- Howard Jarvis pioneered the "free lunch"
 - Proposition 13 passed
 - Lost property tax revenues
 - Increase in property taxes
- City of San Francisco recovered from a fire and earthquake
- Built two bridges
- San Francisco welcomes innovation
- There is too much money in the San Francisco Bay Area
- Can we build our way out of congestion?
- Ronald Reagan cut infrastructure projects
- Need to build more
- Need to subsidize and build more housing
- Plan Bay Area
 - Plan for enough housing in the region
 - Build housing for people who work here
- Millennials are the largest population, not Baby Boomers

Anti-Displacement: Tools for Preserving Affordability Near Transit

10AM to 11:30AM

Hyatt Regency in San Francisco, Room Seacliff D

There were more than 100 people in attendance at this session, and the session was divided into these topics:

- Problems in the region?
- What does preservation mean?
- Displacement?
- What's happening on the ground?
- What and why cross sector coalitions?
- Questions and answers

Ms. Geeta Rao, Senior Program Director, Enterprise Community Partners

- 2000: 223,000 income households lived in the affordable market rate housing
- Bay Area is losing a severe number of affordable housing units
- African Americans are being displaced

- Preservation is affordable housing that's not restrictive
- 7,600 units in the Bay Area on the verge of converting to market rate units
 - Mostly near transit areas
- Preservation is not adding to supply but keeping it affordable
- Gentrification occurs and happens to neighborhoods
- Displacements happens first followed by gentrification
- Tenant protection and community organizing are both important
- More advocacy for:
 - Protection: tenant rights (Measure JJ on the November 2016 ballot)
 - Preserve: housing (get it off the speculative market) (Measure KK on the November 2016 ballot)
 - Expand: Build (Measure A1 on the November 2016 ballot)
- The Tenderloin District of San Francisco is an area that is under pressure
 - 25% owned by nonprofits and government agencies

Ms. Dace West, Executive Director, Mile High Connects

- Third highest market for millennials
- Huge disparity in the region
- Increase in transportation costs
- Gentrification and displacement
- Lost senior housing and restrictions in the area
- Formalized group that meets to look at resources with priorities
- Preservation allows commercial spaces
- Collaboration with an emphasis on housing is important
- \$150M fund over a ten year period
- City has first right of refusal if affordable housing stock goes out to the market
- Make transit affordable

Ms. Nadia Underhill, Director of Real Estate Development, Heartland Housing

- 28 year old nonprofit affordable housing development
- Project example
 - 89 units of studios (kitchens + bathrooms)
 - 60% of AMI and 30% of AMI with eight parking spaces
 - Permanent affordable housing and social services
- In Chicago, new Transit-Oriented Development (TOD) housing
- Changing policies in affordability to protect folks
- Three to four transit agencies work separately
 - More communication needs to happen
- Have to understand the developer's needs
- Demand issues with transit → over capacity
- Transportation for livable communities program
- Affordable housing for seniors is needed

Creative Placemaking in Urban Spaces

12PM to 1:30PM

Hyatt Regency in San Francisco, Room Seacliff D

The focus of this session is to highlight art and use areas for creative opportunities to bring people together.

Ms. Jenna Nichols, PE, LEED AP, CNU-A, LCI, Senior Engineer, Charlotte Area Transit System

- Begins with a grassroots effort
- Examples: Millennium Park in Chicago
- We can create places with landscaping and benches
- Organic placemaking
- Have a strong design team working in requirements in the process
- Charlotte multi-use track is 3.5 miles and is a rail trail
 - Hired local architect/business for placemaking
 - Things suddenly appeared along the trail (e.g., Chess board, Rooster sculpture, ping pong table, etc.)
- Pianos all throughout Downtown Charlotte
- Atlanta Beltline focuses on art and murals under underpasses
- Involve social media as part of the art in a creative space
- In Seattle, there was a 10 ton block of ice in the Pioneer Plaza area and was left out to melt for nine days

Ms. Jennifer Easton, BART, Art Program Manager

- Used to be director of Art in San Jose
- BART is the biggest opportunity for art
- <http://www.artplaceamerica.org/> or <http://betterblock.org/>
- Early community engagement is important
- Collaborative efforts and forums
- Arts in Transit
 - Maintenance program is important
 - Don't want art to be junk
- Parking Day
 - Activate parking spaces for several days (very similar to parklets)
- Open Streets
 - Close off block of streets
 - Open to pedestrians and cyclists
 - Cyclovia
- Farmer's markets near transit stations
 - BART permits the vendor
 - Sundays vendors have farmers market in the parking lot area (Glen Park, Fruitvale, and West Oakland stations)
- Underneath freeway overpasses there are:
 - Dog parks (Texas Department of Transportation)
 - Skate park

Homelessness in Transit
12PM to 1:30PM
Hyatt Regency in San Francisco, Pacific M



Deputy Director Sam Dodge sharing his presentation.

Mr. Mike Akerlow, Director, Housing and Neighborhood Development, Department of Community and Neighborhoods

- Salt Lake City Council approved six social workers to work with police officers

Mr. Sam Dodge, Deputy Director of City and County of San Francisco Homelessness and Supportive Housing

- 69% are sheltered homeless; 31% unsheltered
- 7,620 in Hawai'i
- 115,738 in California (highest in the nation)
- California has 12% of the nation's population
- California and Hawai'i are among the top states with a large number of homeless
- Last five years have seen a steady homeless population
- Average rent today is \$3,500.00 for a one bedroom
- In the U.S., African Americans are five times more likely to be homeless than White Americans
- Programs
 - Direct access to housing

- Project homeless connect
- Navigation centers
- LGBT Shelter
- Housed over 23,000 people since 2004
- San Francisco Mayor Ed Lee created the Department of Homeless and Supportive Housing
- \$242M Budget
- ¾ General Fund
- San Francisco spends less than three percent of its budget on the city's number one problem

Mr. Chris Richardson, Chief Program Officer, Downtown Streets Team

- Effort started in Palo Alto, CA
- Initial budget was \$40,000
- www.streetsteam.org
- Change the way we do things
- \$520M spent on homelessness in Santa Clara County last year
- In 2005, the business community formed an alliance and their goals were to:
 - Eliminate debris on the streets
 - Eliminate panhandling
- Dignity of work → volunteer work experience
- Work beautification of streets
- Peer-to-peer model
 - Empower people
- Google provided \$500,000 to launch in San Francisco
- 445 people employed (avg. of 17 per month)
- 530 housed (avg. of 15 per month)
- 90% reported improved self-esteem
- Teams across the Bay Area
- Used to be 100 needles a week in front of San Francisco City Hall
- More affordable housing units
- More wrap around services
- Difficulty in finding sources
 - Homelessness is declining
 - Impact is bigger than before
- Not in my neighborhood (low income areas) and affordable housing
- Homelessness is a part of our community

Mr. Tim Chan, Manager of Planning, BART

- People who are homeless use transit
- Privacy for illicit activities
- Shelter area
- Gates lock at night at the bottom of the entrance portals
- Safety issue for employees and commuters

- Station cleanliness is a top priority
- Needles found or people have been attacked in the past
- Lack of resources around stations (i.e., restrooms)
- Challenges with ADA and disabled people accessing stations when homeless people are found occupying entrance portals
- Homeless issue is regional
- Have to work closely with the unions
- Goals:
 - Keep our employees and customers safe
 - Keep our stations and trains clean and functioning
 - Care and sensitivity
 - Develop tailored strategies
- “Hotel 22” Short documentary film
 - Bus route from Palo Alto to San Jose
 - Runs for 24 hours in the Santa Clara Valley Transportation Authority system
 - 1,5 hour commute
 - Only place to sleep
 - Bus drivers act as compassionate case workers
- Partner with local advocacy groups
- Transit agencies donate passes to nonprofits
- BART provides discount to high school students but not to college students
 - Have to be revenue neutral for subsidies
 - \$10B capacity shortfall
- Balboa Park in San Francisco
 - TOD project (100% affordable housing)
 - 30% are formerly homeless
 - Services also include childcare
- Multi-disciplinary forensic team (once per month)
 - Support system that analyzes ways to collaborate and address homelessness issues
- Learning lessons:
 - Find a champion
 - Involve homeless folks in the process
 - Collaboration
 - Develop pilot projects

TOD Showdown: Public Sector vs. Private Sector

4PM to 5PM

Hyatt Regency in San Francisco, Seacliff A/B

Mr. GB Arrington, Principal, GB Place Making

**Mr. Thatcher Imoboden, Senior Transit-Oriented Development Analyst, Sound Transit
Seattle**

Ms. Meea Kang, President, Domus Development, Rail~Volution Board of Directors

The format for this session was in a debate style in which Mr. Arrington would serve as the moderator and host, Mr. Imoboden, would argue for the city, and Ms. Kang would argue for the private developer.

Mr. Imboden

- Be good stewards and find best use of the land area
- Accessible dog park
- Create walkable environments and transit
 - Government can best facilitate the vision
 - Have development that meets their vision
 - Market is risk-averse
 - Find financing tools
 - Government will not get what it wants unless it asks for it
- We have a project that has community support
- Vacant land because of previous contamination
- Had previous request for proposals
- High end millennials want to live around the area

Ms. Kang

- Government should have priorities
- Government is asking developer to do a lot of upfront costs
- Uncertainty
 - Planning Commission + City Council Approvals
 - 50/50 deals don't work especially market and affordable housing
 - Building market in the area
 - Subsidies
 - Prioritize
 - Request for 80% market and 20% affordable housing
- City needs developers more than anything
- Entitlement process can take a long time
 - Political support can shift
- Subsidies can be a challenge with requirements
- Government must work together with private developer
- Time is money
 - Incentives to make development work

There were closing remarks and questions from the audience.

The State of the Rail~Volution

8AM to 9:30AM

Hyatt Regency in San Francisco, Seacliff A/B

Ms. Carolyn Flowers, Acting Administrator for the Federal Transit Administration, U.S. Department of Transportation

Congressman Earl Blumenauer, 3rd District, Oregon, United States Congress

Ms. Linda Hahn, Executive Director, Global Sustainable Finance, Morgan Stanley

Ms. Nancy Andrews, President and CEO for the Low Income Investment Fund

Mr. Scot Spencer, Associate Director for Advocacy and Influence, Annie E. Casey Foundation

Mr. Phillip A. Washington, CEO for Los Angeles Metro

Where are we going?

- Embracing innovation
- \$8M first mobility on demand grants
- Technology to be more efficient
- U.S. Department of Transportation → Smart Cities Challenge
 - How can we make it more efficient?
- Prioritize investments to better serve underserved communities
- Since 1976
 - Build more than 1,000 miles of rail lines and bus rapid transit (BRT)
 - TOD technical assistance imitative
- Connect people to multi-modal access
- Expand and impact to communities
- Support TOD with different strategies to connect with transit

Congressman Earl Blumenauer, 3rd District, Oregon, United States Congress

- Discussed the early days of Rail~Volution
- Autonomous vehicles
- We created more steel in the U.S.A. than in the 1980s
- Number category of employment will be driver
- More than 24 cities spent over \$200B in investments in transportation

Public Concerns

- Sprawl, density, and change
- Don't starve the Department of Transportation and Housing and Urban Development's budgets
- Increase gas tax; index gas tax
 - Replace with a road user charge
- Unlock value of assets we have
- We all have to commit to build, renovate, etc.
- Have to think of capacity for broadband, etc.
- It's an exciting time!

Ms. Nancy Andrews, President and CEO for the Low Income Investment Fund

- Started with war on poverty
- Focus on these areas:
 - Community activism
 - Stronger social/safety net
 - Civil Rights and social justice
- Place matters
 - Quality, safety, walkability
 - In the U.S. your zip code is more important than your genetic future
 - Opportunities are happening in the regional area
 - Isolation limits people's opportunities
 - Transportation gives people opportunities to connect
- Equitable TOD is a paradigm shift for inclusive economies
- Each and every one of us are decision makers
- Bay Area Transit Affordable Housing Fund

The session shifted to a panel discussion with the following individuals:

Ms. Linda Hahn, Executive Director, Global Sustainable Finance, Morgan Stanley

Ms. Nancy Andrews, President and CEO for the Low Income Investment Fund

Mr. Scot Spencer, Associate Director for Advocacy and Influence, Annie E. Casey Foundation

Mr. Phillip A. Washington, CEO for Los Angeles Metro

- We have to look at infrastructure as a national emergency
- Qualified work force and rebuild as a national emergency
- Transportation infrastructure is a solution to poverty in metropolitan cities
- Be bold
 - No sunset date on sales tax on a ballot measure
- We are always moving
- \$120B at stake in Southern California
- Need to work collaboratively
 - Have funding tied to outcomes
- Create values and improve life qualities
- Sensitivity to community needs
 - Be mindful of transportation options
- Educate and encourage young people that there is a future in transportation
- Create inclusive communities with affordable housing → healthier communities
- Need to leave an infrastructure inheritance for future generations
 - Elected officials have to understand that infrastructure is key
 - Affordable housing, health care, and childcare all near transit hubs
 - Accessibility

2016 Annual Rail~Volution Conference, San Francisco, CA

October 8 – 12, 2016

Trip Report by: Brandon Elefante, Honolulu City Councilmember, District 8

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Hot Topics in Streetcar Systems: Relevant and Recent Perspectives

10AM to 12 Noon

Hyatt Regency in San Francisco, Seacliff C

Mr. Abhishek Dayal, AICP, System & Service Development Manager Valley Metro

**Mr. D.J. Baxter, Chair, Community Streetcar Coalition, Project manager, Shiels Oblatz
Johnsen (moderator)**

Mr. Jason Ferbrache, Director, EMBARK

Mr. Michael James, AICP, Acting Rail Manager, Seattle Department of Transportation

Ms. Shellie Ginn, Administrator, Department of Transportation, City of Tucson

Mr. Thomas Gerend, Executive Director, Kansas City Streetcar Authority



Streetcar Panelists

Mr. Thomas Gerend, Executive Director, Kansas City Streetcar Authority

- Opened in May 6, 2016
- \$102M capital
- \$4.5M in operations per year
- 2.2 miles with 4.4 miles of track and 16 stops
- Four cars
- 10 – 15 minutes
- Late nights on weekends
- Support from the mayor and a tenacious city council member
- Development \$1.8B
- 3,000+ residents, 10+ hotel projects

- Business leaders were involved in the process
- Linear line from north and south
- Beginning spine of the system
- Started discussions on extensions
- Didn't know what they were doing at first
- Free to ride streetcar
- Collaborate with experts
- Alternatives funding
 - Revenue capture model with help of a visionary consultant

Mr. Jason Ferbrache, Director, EMBARK

- In 2018 Oklahoma Streetcar will begin
- \$131M locally funded
- Six Brookville liberty cars
- 22 stops
- Connects different districts with downtown Oklahoma City
- Streetcar is a loop
- Will be on and off-wire
- City not known for transit
- Looked at how far they could go on wire before going off-wire
 - Streetcars will have to leave fully charged before leaving maintenance yard
 - 50/50 on and off-wire
 - Five year battery life for each streetcar
 - Will deliver high quality service

Mr. Michael James, AICP, Acting Rail Manager, Seattle Department of Transportation

- Third street car (third phase)
- Phase: 60% design
- \$166M with utilities
- \$130M without utilities
- Length: 1.25 miles
- System length: Five miles (23 stations)
- Neighborhood will be home to Amazon
- 20,000 for projected ridership
- On wire going up the hill and off-wire going down the hill
- Currently have a robust electric trolley bus network
- South Seattle Lake Union line (Amazon, Gates Foundation, lots of new development)
- Passed a levy for funding
- Not good transit access to network
- Many single occupancy vehicles
- Westlake → transit only and now a center of two major routes
- Look at transit only lanes
- Frequency is important

- Marketing and communications
 - Communicate well and often → city agencies, elected officials, courts, etc.
 - Social media → quick sound bites
 - Provide tidbits of information during slow news days
 - Frame the message and take it to the next level
 - Campaign on a smart safety → sharing the road
 - Brand matters
 - Don't short communications
 - Meet up with property owners

Ms. Shellie Ginn, Administrator, Department of Transportation, City of Tucson

- \$197M Tucson SunLink Streetcar
- Four mile route (23 stops)
- Connects to the University of Arizona
- Over 60% of riders are students
- Eight modern streetcars
- 100% on the wire
- \$1.5B investment along the corridor
- Connects five districts
- Challenges
 - Railroad tracks
 - Creating connectivity
- Funding:
 - In 2006, \$87M
 - \$75M Capital
 - \$12M Operating
 - Two appropriations of \$3M each
 - \$63M of TIGER1 funding
 - Farebox is 25%
- Grassroots advocacy started years ago
- Center of Tucson over 70% supported it

Mr. Abhishek Dayal, AICP, System & Service Development Manager Valley Metro

- Tempe Streetcar project
- Cost: \$186M
- Three miles (14 stops)
- Projected to open in August 2020
- 1,200 daily ridership (projected)
- Off-wire segments, mixed traffic, and semi-exclusive
- Lots of development happening around the street car line
- Streetcar line goes around the Arizona State campus
 - Will interface with current light rail system
- Light rail are on-wire vehicles
- Long life for batteries for streetcars are not up to the same life span as battery operated buses
- Challenge is streetcars are heavier

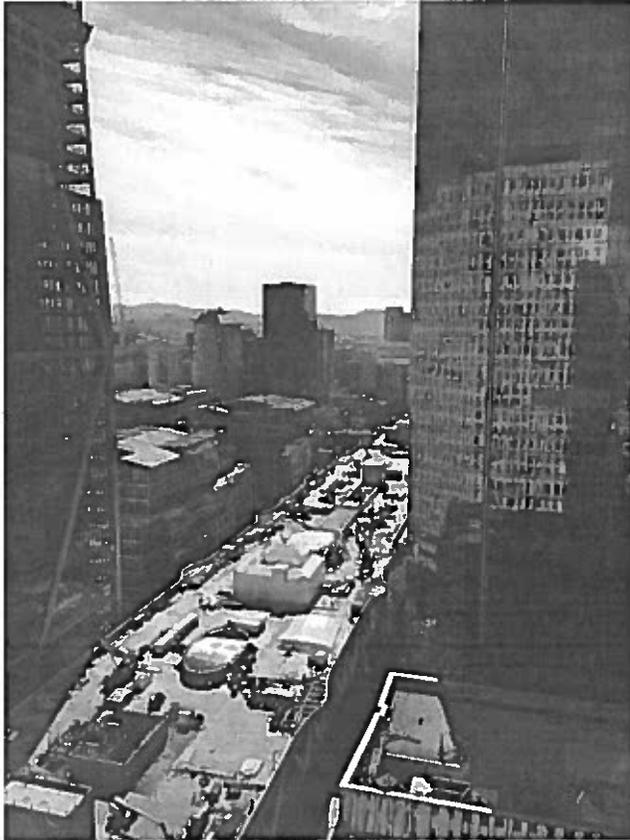
**Mobile Workshop #19: Going Big: San Francisco's Transbay TC and District
2PM to 5PM**

Walking Tour Around San Francisco

Ms. Jenna Browning, Senior Engineer, ARUP

Mr. Joshua Switzky, Transportation Policy Director, San Francisco Planning Department

Mr. Jacob Wood, PE, Senior Civil Engineer, ARUP



Aerial view of the SF Transbay Terminal

- Top level will be a five acre park
- Transit Terminal
- New heart of San Francisco
- 11 different transit systems
- Northern terminus for Caltrans and high speed rail
- Two phases
- December 2017 to complete construction
- Three buildings (two under construction)
- Bottom platform with six tracks
- Will have amphitheater
- Looking at bringing a master lessor to operate the entire site and lease out retail spaces
- Grand Hall
- LEED GOLD is the goal

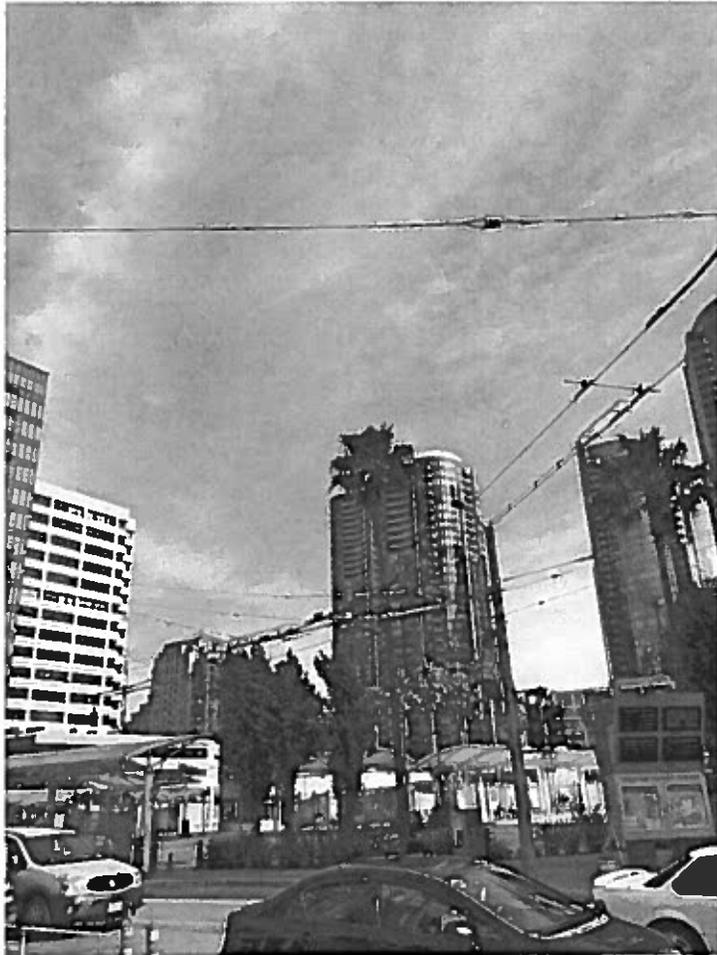


New Sales Force Tower

- Will lease floors 31 and above
- Sales Force will occupy for first thirty floors
- 1985 San Francisco Downtown Plan
- Manage growth in Downtown San Francisco
- Preservation of buildings
- Future growth to South of Market Street
- 1989 Embarcadero Freeway was destroyed
- Freeway removed
- Opened up land space
- Sale of properties will help pay for new Trans Bay terminal
- 35% of new housing in the area to be below market rates
- 3200 housing units (retail on the ground)
- Rincon neighborhood (4000 new housing units)
- More land use plans
- Greyhound will also be in the new Transbay Terminal with direct access to transit

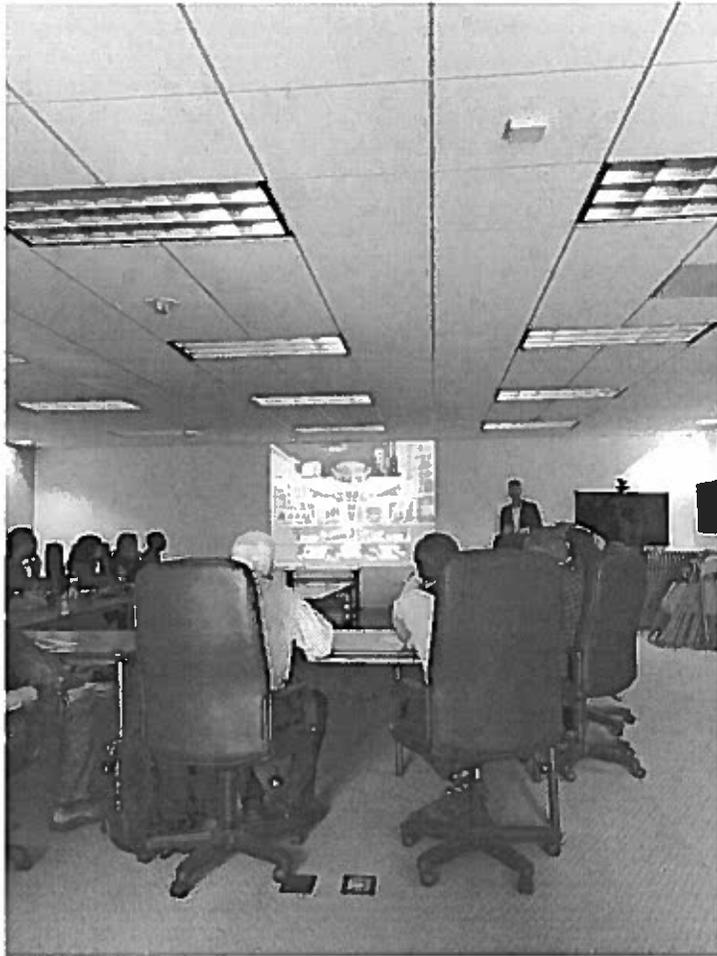
Exterior of the Transbay Terminal

- Public access from buildings at higher levels
- And on Fremont Street
- Block tower
- Piles that go down to the bedrock



\$17M for the temporary terminal

- Last parcel to sell when permanent transit center is completed
- Land will be subdivided
- Park nearby



Introduction to the San Francisco Transbay Terminal

- 2007-2012 Transit Center District Plan
- Opened up heights and lifted the cap on density
- Cap on height
- Another tower will be 900 feet in height
- Up zoning
- Special tax
- Mello-Roos Communities Facilities Tax
- Tax paid for several decades
- Anticipated to get several hundreds of millions of dollars
- Streetscape design
- Began in August 2010 (Demolished old Transbay Terminal)
- Phase II
- Downtown Extension to Transbay Extension to connect current end terminus for Caltrans
- Total of 19 buildings surrounding the transit center
- To be completed by 2025 with construction to start in December 2018
- Funding sources are a combination of sales taxes, federal funds, Mello-Roos, TIFIA, proceeds from sale of lands



Beale and Folsom Streets in San Francisco

Old freeway area that is now being transformed

- Low scale and residential area
- Future bikeway in the area
- Reducing lanes in the area
- Rincon Hill has a parking maximum with no parking requirement
- Mostly 2/3 of the city has a parking maximum
- One space per unit
- Parking is required to be underground



Public open spaces incorporated above ground and at grade

Under ramp park for the new freeway off ramp

- Swings from the freeway ramp
- Bike paths
- Beer garden
- Art
- Community Benefits District
- Lighting throughout the corridor
- Will be maintained by funds from Community Benefits District
- 500 bikes to 2000 bikes
- Used to be all parking
- Public open space with a private partner at LinkedIn
- SF Museum of Art
- Founder of Gap needed to house his collection
- Largest collection of public art in the US
- Buses will be access for AC transit to build capacity
- Parcel F (Sold \$150M)
- All areas around Transbay Terminal used to be water, now it is filled in
- There will be a bikeway connecting to the terminal
- Facades are a rose pattern that are aluminum
- Many art opportunities
- Seven access points
- Sales Force had a plan to go to Mission Bay but changed and got land along Mission St.
- Employees did not want to be far away from Transit

Trails and Rail: The Trails, Tribulation – and Benefits

9:30AM to 11AM

Hyatt Regency in San Francisco, Seacliff D

Note: I arrived at 10:40AM to this session.

My primary interest for this session is because in the district I represent we have a precious gem in the Pearl Harbor Historic Trail which runs parallel to the our main rail transit line.

- Hidden Valley in Charlotte
 - Residents wanted trail
 - Social benefits vs. economic benefits
 - Great community organizer
 - Connecting richest and poorest neighborhoods
- Form a community land trust
- Oakland \$100M bond initiative for anti-displacement for land trust and to also stabilize the area
- How do you deal with multi-jurisdictions and what was their support from elected officials?
 - Rezoning process along the trail got support from elected officials
 - Share value that this trail could go the other way
 - It's mostly a sales pitch to share value
 - Also, if there is opposition, find out what's driving that
 - Find ambassadors to share the vision
 - Get people to love the trail

Building Livable – and Healthy – Communities with Transit

12PM to 1:30PM

Hyatt Regency in San Francisco, Grand Ballroom

Mr. Dan Bartholomay, CEO, Rail~Volution

Mr. Anthony Iton, Senior Vice President of Healthy Communities, The California Endowment

Ms. Adelee Le Grand, AICP, Chief Strategy Officer, Vice President Transdev, New Orleans Regional Transit Authority

Mr. Jeffrey Tumlin, Principal, Nelson\Nygaard Consulting Associates, Inc.

- Denver, Colorado will host the 2017 Rail~Volution Conference
- Top place for millennials, entrepreneurs, and also the great outdoors
- Known as a top city for cycling in the Bicycle magazine

Mr. Anthony Iton, Senior Vice President of Healthy Communities, The California Endowment

- Your zip code is more important than your genetic code
- A video was shown on two options
 - Resident A lives with access to great services
 - Resident B lives one mile away in a food desert place with not great sidewalks
 - Racial and economic discrimination
- Must have smarter and better communities
- Started off in Alameda County
 - Life experiences different throughout the county
 - Off the grid
 - No good access to schools, services, and transit
 - Stress → diseases
- Transportation links people for opportunities
 - International Blvd. Corridor (East Oakland)
- City and Vision of the Future
 - We're stuck in a 1960s effort
- Our bodies need 10,000 steps every day

Mr. Jeffrey Tumlin, Principal, Nelson\Nygaard Consulting Associates, Inc.

- Happiness is being written out of our codes
- Autonomous vehicles
 - First and last miles
 - Creates a death threat to public transit agencies
 - Does not help with congestion
- Make new choices
- Move out of the city
- Magic of cities involves:
 - 10x more space to move people in cars than other modes of transportation → buses are also large vehicles

- Greatest assets are public streets
- Pricing wasted on our roads
- Delivering greater equity to all people
 - Align mechanics of government with your values
 - Align with our budgets
 - Mechanics have to be in alignment with your values
- Transportation has a larger role with making an impact
- 42% of people in Oakland are obese
- Invest in public spaces
- Use data to make real decisions
- Politics is the allocation of scarce and precious goods
 - Investment in democracy (e.g., transit decisions)
- Minimum density threshold
- More parking → only adds more requirements, space, traffic, and adds to our affordable housing crisis
- Status quo: inequitable and unhelpful
- In health, focus on the downstream → more money
- Little resources for prevention
- Transportation in Oakland → placed a huge burden
 - Freeways
 - Highest asthma rates (especially in low income neighborhoods)
- Transportation began as a landscape architecture initiative
- What kind of region do we want to be?
 - Find values first when planning
 - Storytelling is very valuable
 - Narrative policy and power are critical
- In California, five million new people have health insurance
 - 250,000 undocumented
- Get fundamentals right → advocacy
- If we support the status quo, we are driving the status quo
- Use our power

Mr. Bartholomay concluded the conference and thanked everyone. It was a fantastic conference and I really enjoyed the different sessions. I learned about new innovations and how other cities are facing the same challenges as Honolulu.

City Council
City and County of Honolulu

CLAIM FOR TRAVEL REIMBURSEMENT

Date: October 25, 2016

Traveler: Brandon J.C. Elefante

Event: Rail-Volution 2016

Location: San Francisco, California

Dates: From October 8, 2016

To October 12, 2016

Description	Amount	Notes:
1. Registration Fee	0.00	Net \$695 (after \$15 credit). CAS PCard covered expense
2. Airfare	471.00	United (paid via traveler's personal credit card)
3. Hotel	0.00	Stayed w/ friends in the Sunset District of San Francisco
4. Meals	0.00	Will not claim
5. Ground Transportation	0.00	Will not claim
6. Tips	0.00	Will not claim
7. Other		
Other		
Other		
8. Adjustment		
TOTAL REIMBURSEMENT	471.00	

This is to certify that the above data, based upon receipts submitted to Council Administrative Support Services via a CCLTRVL02 form, is accurate. Further, I am claiming reimbursement for expenses associated with a trip in which City business was conducted and personal funds were used to advance payment.


Signature of Traveler

October 25, 2016

Date